



## AN ANALYSIS OF PERFORMANCE FEEDBACK AND EMPLOYEE PERFORMANCE IN KENYAN STATE CORPORATIONS

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### Abstract:

*This study examined the relationship between performance feedback and employee performance in Kenyan state corporations, as well as the moderating influence of organizational climate on this relationship. The study was motivated by persistent performance challenges in the public sector despite the adoption of formal performance management systems, particularly regarding the effectiveness of feedback mechanisms. A cross-sectional mixed-methods research design was employed, targeting 170 state corporations, from which 119 respondents were selected using stratified simple random sampling. Data were collected using semi-structured questionnaires and analyzed using descriptive statistics, regression analysis, and thematic content analysis. The findings revealed a statistically significant positive effect of performance feedback on employee performance ( $\beta = 0.377$ ,  $t = 4.552$ ,  $p < 0.001$ ), explaining 18.5% of the variance in employee performance ( $R^2 = 0.185$ ). The regression model was statistically significant,  $F(1, 91) = 20.724$ ,  $p < 0.001$ . Specifically, regular performance dialogue, constructive communication, and timely feedback were associated with improved employee performance outcomes, including productivity, quality of output, and goal attainment. Further analysis showed that organizational climate significantly moderated the relationship between performance feedback and employee performance ( $\beta = 0.186$ ,  $t = 2.056$ ,  $p = 0.043$ ). The inclusion of the interaction term increased the model's explanatory power from  $R^2 = 0.516$  to  $R^2 = 0.538$ , indicating that a supportive organizational climate strengthens the positive influence of performance feedback on employee performance. Qualitative findings corroborated these results, emphasizing that feedback is most effective when it is continuous, development-oriented, and delivered within a climate characterized by supportive leadership, open communication, and employee autonomy. The study concludes that while performance feedback significantly enhances employee performance, its effectiveness is contingent upon the prevailing organizational climate within state corporations. Strengthening both feedback practices and organizational climate is therefore critical for improving employee performance in the Kenyan public sector.*

**Keywords:** Performance feedback; employee performance; organizational climate; performance management; state corporations.

## **1.0 Introduction:**

Performance feedback is a central component of performance management systems and plays a critical role in influencing employee performance across organizations. It refers to the process through which information regarding an employee's performance is communicated between supervisors and employees, with the aim of reinforcing desired behaviors, correcting deviations, and improving overall effectiveness (Armstrong & Taylor, 2020; Park & Choi, 2020). Effective feedback mechanisms provide employees with clarity on performance expectations, progress toward goals, and areas requiring improvement, thereby enhancing accountability and alignment with organizational objectives.

Globally, performance feedback has been recognized as a key driver of employee performance when it is timely, constructive, and linked to clear performance goals. Studies have shown that feedback enhances goal clarity, motivation, and work engagement, which in turn positively influence individual and organizational outcomes (Park & Choi, 2020; Sharma, 2021). In public sector settings, where performance outcomes are often complex and multidimensional, feedback serves as a critical tool for bridging the gap between policy expectations and actual service delivery. However, ineffective feedback; characterized by irregularity, lack of specificity, or bias; can undermine employee morale and weaken the overall performance management system (Pulakos et al., 2019).

In the African context, performance feedback has been identified as one of the most challenging elements of performance management implementation. While many public sector reforms have introduced formal appraisal systems, the feedback process is often inconsistently applied or poorly executed, limiting its effectiveness in improving employee performance (Sisa et al., 2015; Nwanolue et al., 2018). In Kenya, performance management frameworks within state corporations emphasize continuous performance monitoring and feedback as part of performance contracting and appraisal systems (KIPPRA, 2019; PSC, 2016a). Despite this, evidence suggests that although performance information is regularly generated, its utilization; particularly in providing meaningful feedback to employees, remains limited (Muiru, 2017).

State corporations in Kenya play a significant role in national development and service delivery, yet they continue to face performance challenges despite the existence of structured performance management systems. This raises concerns regarding the effectiveness of specific components such as performance feedback in driving employee performance. Given the mixed findings in existing literature on the relationship between performance management practices and employee performance, and the contextual nature of public sector environments, there is a need to empirically examine how performance feedback influences employee performance within state corporations in Kenya. This study therefore seeks to contribute to this gap by providing empirical evidence on the role of performance feedback in enhancing employee performance in the Kenyan public sector context.

### **1.1 Statement of the Problem**

Despite the adoption of performance management systems in Kenya's public sector, employee performance in state corporations remains a persistent concern, as reflected in low productivity, weak alignment between individual and organizational performance, and continued financial inefficiencies (RoK, 2013; KIPPRA, 2013). Reports indicate that only about 35% of man-hours are utilized productively compared to the global benchmark of 75% (KIPPRA, 2013). Although performance management frameworks emphasize practices such as target setting, performance measurement, feedback, and rewards, the expected improvements in employee performance have not been fully realized. This raises concerns about the effectiveness of specific performance management practices, particularly performance feedback, in enhancing employee performance.

Performance feedback is intended to provide employees with timely and constructive information regarding their performance to improve goal clarity, motivation, accountability, and overall work outcomes. However, evidence from public sector organizations, including Kenyan state corporations, suggests that feedback mechanisms are often irregular, inadequately structured, and inconsistently implemented (Muiru, 2017; Yahya, 2020). Consequently, employees may lack a clear understanding of performance expectations and progress, thereby limiting the effectiveness of performance management systems.

Although studies have examined the relationship between performance feedback and employee performance, findings remain mixed and context-dependent (Park & Choi, 2020; Pulakos et al., 2019), revealing an empirical gap regarding the consistency and strength of this relationship. In Kenya, most existing studies have focused on private-sector organizations (Mulwa & Weru, 2017; Kibichii et al., 2016; Kihama & Wainaina, 2019), creating a contextual gap since their findings may not adequately explain employee performance dynamics within state corporations, which operate under distinct institutional, regulatory, and accountability frameworks. Further, while performance management literature recognizes the importance of organizational factors in shaping employee behaviour, limited attention has been given to organizational climate as a moderating variable in the relationship between performance feedback and employee performance. This represents a theoretical gap, as insufficient evidence exists on how factors such as leadership support, communication openness, work environment, and employee autonomy influence employees' responses to performance feedback and its subsequent effect on performance.

This study therefore sought to address these empirical, contextual, and theoretical gaps by examining the relationship of performance feedback on employee performance in Kenyan state corporations and assessing the moderating influence of organizational climate on this relationship.

### **1.2 Research Objectives:**

1. To establish the relationship between performance feedback and employee performance in state corporations in Kenya.
2. To examine the moderating influence of organizational climate on the relationship between performance feedback and employee performance in state corporations in Kenya.

### **1.3 Hypotheses:**

1. **H<sub>01</sub>:** There is no significant relationship between performance feedback and employee performance in state corporations in Kenya.
2. **H<sub>02</sub>:** Organizational climate has no significant moderating influence on the relationship between performance feedback and employee performance in state corporations in Kenya.

## **2.0 Literature Review**

### **2.1 Theoretical Review**

#### **2.1.1 Control theory**

Control theory evolved from the works of Max Webber and Fredrick Taylor. The modern Control theory was pioneered by Robert Antony in 1965 (Hewege,2012). At the time, accounting tools and budgeting became prominent, the human behaviour component was added to the theory in the 1980s. This theory, views individual behaviour as a self-regulating system which can be modified by feedback. The basic assumption of the theory is that it is possible to control and direct the behaviour of people by employing feedback in order to achieve organizational goals (Pfefferkern, 2017).

According to Hewege (2012), the instrumentality of the theory lies on the monitoring and measuring the actions of employees in order to provide appropriate feedback. The logic of control theory is the comparison of a present condition against a reference point provides information that will help reduce the gap between the current point and the desired point. The control is intended to regulate the behaviour of the members of an organization to promote only desirable attributes of performance. The theory evaluates the outputs of the system to check for consistency with the set standards, in the case where standards have not been met corrective action is triggered (Barrows & Neely, 2012). Feedback in performance management helps communicate good performance spurring motivation at the same time communicating performance short falls resulting into corrective action.

One of the assumptions of control theory is that employees value their feedback and that it will have a corrective effect on any performance shortfalls (Park & Choi, 2020). However, a potential drawback is that feedback can sometimes negatively impact employee motivation, leading to decreased performance (Shuriye & Wambua, 2020). It's important to note that if feedback is unclear or not based on established performance standards, it will not effectively address undesirable behavior. For control theory to successfully enhance employee performance, specific and challenging goals must be assigned, while ambiguous goals lacking standard measures and clear feedback should be avoided.

Another key element of control theory is the role of reward and recognition, where desirable behavior is reinforced through rewards, while undesirable behavior is discouraged. However, performance is only rewarded when it meets the organization's set standards (Chetty, 2016). In this study, control theory provides a strong foundation for explaining how performance feedback influences employee performance in state corporations. It suggests that feedback improves performance by identifying gaps between expected and actual performance and guiding corrective action. The effectiveness of this process may further depend on organizational conditions such as climate, which can influence how feedback is received and acted upon by employees.

### **2.1.2 Two-Factor Theory**

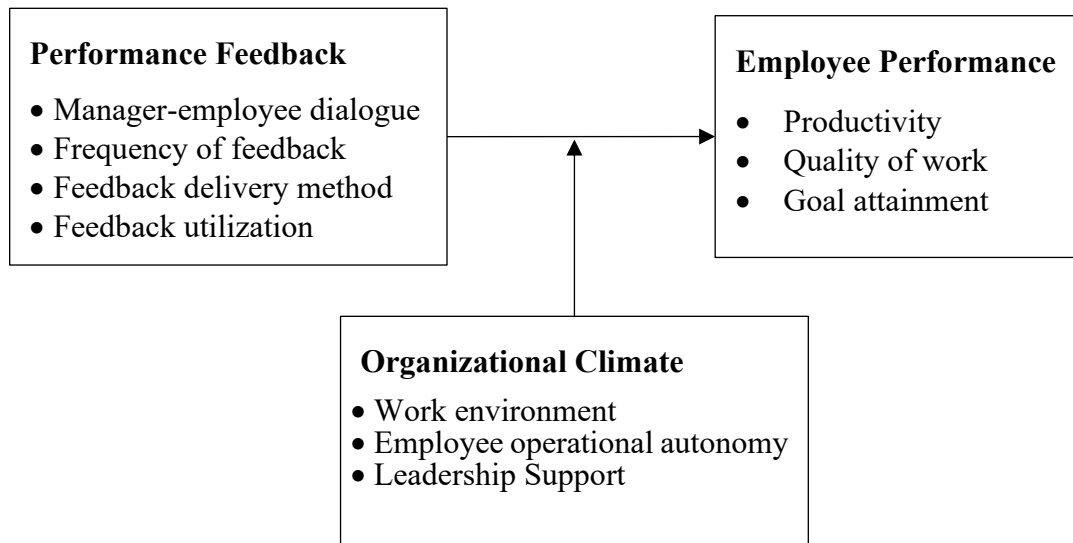
Herzberg's Two-Factor Theory, developed in 1959, explains workplace motivation through two categories of factors: motivators and hygiene factors. Motivators are intrinsic aspects of work, such as achievement, recognition, responsibility, and career advancement, which enhance job satisfaction and employee performance. In contrast, hygiene factors are extrinsic to the job and include organizational policies, supervision, working conditions, and job security. According to Herzberg et al (1959), the absence of hygiene factors may lead to employee dissatisfaction, although their presence does not necessarily create motivation.

The theory is relevant to this study in explaining the moderating role of organizational climate in the relationship between performance feedback and employee performance. Performance feedback may act as a motivator by providing employees with recognition, direction, and clarity regarding their performance. However, the effectiveness of such feedback may depend on the prevailing organizational climate. Organizational climate reflects workplace conditions such as leadership support, communication, autonomy, and the work environment, which correspond to Herzberg's hygiene factors (Dartey-Baah & Amoako, 2011).

A positive organizational climate may strengthen the effect of performance feedback on employee performance by creating a supportive environment in which employees are more likely to accept and act on feedback. Conversely, a poor organizational climate may weaken the effectiveness of feedback by creating dissatisfaction and limiting employee motivation. The

theory therefore provides a useful basis for explaining how organizational climate moderates the relationship between performance feedback and employee performance.

## 2.2 Conceptual Framework



**Figure 1: Conceptual Framework**

### 2.2.1 Performance feedback

Performance feedback in this study is conceptualized as a multidimensional construct that describes the process through which performance-related information is communicated, interpreted, and utilized within an organization. It is viewed as an ongoing managerial process rather than a one-time evaluative event. Effective performance feedback therefore involves not only the provision of information but also the quality of interaction between managers and employees, as well as how feedback is delivered, received, and acted upon (Slowiak & Lokowske, 2017; Park & Choi, 2020).

In this study, performance feedback is operationalized through four dimensions: manager–employee dialogue, frequency of feedback, feedback delivery method, and feedback utilization. Manager–employee dialogue enhances clarity and mutual understanding of performance expectations, while frequent feedback supports continuous performance improvement by reinforcing desired behaviors and addressing gaps in real time. The delivery method influences how feedback is perceived and accepted by employees, and feedback utilization reflects the extent to which employees apply feedback to improve their performance outcomes (Johnson et al., 2015; Choi et al., 2018; Su et al., 2019).

### 2.2.2 Employee performance

Employee performance refers to the extent to which an employee successfully executes assigned tasks and responsibilities in line with predefined standards, goals, and expectations within an organization (Sapang et al., 2023). It reflects both the behavioral and outcome-based contributions of employees in achieving organizational objectives, encompassing the quality and quantity of work produced.

In this study, employee performance is conceptualized as a multidimensional construct comprising productivity, quality of work, and goal attainment, which together provide a comprehensive assessment of individual effectiveness in the workplace (Armstrong, 2009; Mborea & Cheruiyot, 2017; Nyathi & Kekwaletswe, 2023). Productivity refers to the efficiency with which employees convert inputs into outputs, while quality of work reflects the accuracy,

precision, and standard of outputs produced. Goal attainment captures the extent to which employees achieve set targets within specified timeframes (Chrisdianto & Respati, 2019; Sapang et al., 2023). Overall, employee performance is both an outcome of individual effort and organizational systems, and it plays a critical role in determining overall organizational effectiveness and success (Mulwa & Weru, 2017; Nyoni, 2024).

### **2.2.3 Organizational Climate**

Organizational climate refers to employees' shared perceptions of their work environment, shaped by organizational practices, policies, leadership behavior, and interpersonal interactions (Schneider et al., 2000; Powell et al., 2021). It reflects how employees collectively interpret what it is like to work within an organization and influences their attitudes and behaviors.

In this study, organizational climate is conceptualized as a multidimensional construct comprising leadership support, employee autonomy, and the work environment (Powell et al., 2021). Leadership support reflects the extent to which supervisors provide guidance, encouragement, and assistance to employees. Employee autonomy captures the degree of independence employees have in performing their tasks, while the work environment reflects the physical and psychological conditions under which employees operate.

Together, these dimensions shape the psychological environment of the organization, influencing employee motivation, job satisfaction, commitment, and performance (Kundu, 2007). A positive organizational climate enhances employee engagement and responsiveness to managerial practices, while a negative climate may weaken employee attitudes and performance outcomes (Berberoglu, 2018; Kossivi et al., 2016). In this study, organizational climate is considered as a moderating variable that influences the strength of the relationship between performance feedback and employee performance.

## **2.3 Empirical Review**

### **2.3.1 Performance feedback and employee performance**

Performance feedback plays a critical role in shaping employee performance, as demonstrated in a field experiment conducted by Awaysheh, et al (2022) at the distribution center of a Fortune 500 firm in the US. The study examined how employees receiving individual performance pay responded to two types of feedback: individual and relative. The researchers tested the hypothesis that employees adjust their effort based on the feedback received, which informs their beliefs about the marginal benefit of their effort. The findings revealed that employees increase their effort when feedback suggests that the marginal benefit of doing so is high, while they reduce effort when the marginal benefit appears low. Additionally, the study noted that performance feedback had a more pronounced effect on employees at the lower quantiles of productivity, indicating that those with lower initial performance levels are more responsive to feedback. This study underscores the importance of feedback content in influencing employee motivation and productivity.

Similarly, Drouvelis and Paiardini (2022) examined the effect of feedback quality on employee performance through a controlled laboratory experiment where subjects performed a real-effort task under different feedback conditions. The study's main treatments distinguished between 'High-Quality Feedback,' where participants knew their exact rank within a group, and 'Low-Quality Feedback,' where rank information was obscured. Their findings reveal that high-quality feedback significantly enhances average performance, while low-quality or no feedback shows no meaningful impact. These results suggest that the precision and clarity of feedback are critical in driving productivity, offering insights for organizations to design cost-effective feedback systems that enhance employee performance.

Gnepp, et al (2020) explored why managerial feedback discussions often fail to drive performance improvement and how feedback can be made more effective. Across three studies, they found that recipients of mixed or negative feedback often questioned the feedback's accuracy and the qualifications of the feedback providers, leading to increased disagreement about past performance after feedback sessions. This reaction stems from self-protective and self-enhancing tendencies. However, managers were more motivated to improve when feedback conversations emphasized future actions rather than focusing on past performance. These findings highlight the importance of future-oriented feedback in enhancing performance management strategies.

Rivera, et al (2023) studied feedback-seeking behavior within real-time feedback applications, analyzing nearly 11,000 feedback instances from four organizations. Their findings show that employees who seek feedback receive more detailed and constructive comments but lower scores, with feedback seekers preferring actionable comments over high ratings. This behavior promotes continuous engagement and improves communication among colleagues. The study emphasizes the value of feedback-seeking behavior for performance improvement and suggests that organizations foster a culture of constructive feedback-seeking to enhance employee development.

Giamos, et al (2023) investigated the impact of continuous performance feedback on employee performance, motivation, and task engagement, focusing on both feedback content (quantitative versus qualitative) and feedback sources (person-mediated versus computer-mediated). Their experimental study with 36 participants found that person-mediated feedback significantly enhanced performance, motivation, and engagement, regardless of content type. Meanwhile, quantitative feedback positively impacted performance but not motivation or engagement. These findings suggest that qualitative, person-delivered feedback is more effective in boosting motivation and engagement, making it a crucial element for managers aiming to optimize employee outcomes.

Odhiambo (2015) investigated performance management practices and their impact on employee productivity, concluding that performance feedback based on measured outcomes is key to improving employee output. Zulystiwati (2014) emphasized the dual purpose of feedback which included; providing corrective information on work outcomes and behaviors while identifying training and development needs. Most commonly, performance feedback is provided by immediate supervisors, while 360-degree feedback from supervisors, peers, customers, and direct reports offers a broader perspective but is typically not the core of performance management (Armstrong, 2015).

In their study on performance management and employee productivity, Nwanolue et al. (2018) established a strong positive correlation between performance feedback and employee productivity, with  $r = 0.68$  and a p-value of less than 0.05. Their findings indicated that 47% of productivity gains could be attributed to performance feedback, emphasizing its role in guiding employees toward organizational objectives. Feedback mechanisms were shown to significantly influence goal attainment and overall performance, reinforcing feedback's importance in identifying employee strengths and motivating innovation.

Hafiza et al. (2011) found that intrinsic rewards such as recognition and appreciation, often delivered through performance feedback, had an insignificant effect on employee motivation in Pakistani non-profit organizations, while extrinsic financial rewards were the primary drivers of motivation. In contrast, Ziyaminyana and Pwaka (2019) established a strong positive relationship between performance appraisal feedback and employee productivity in ICT firms in Zimbabwe ( $r = 0.752$ ), showing that timely and constructive feedback enhances performance by clarifying expectations and aligning employee effort with organizational goals. In their

review of global performance management studies, they further reported that organizations with strong feedback systems may achieve up to a 40% improvement in performance, while weak feedback systems may result in a 28% decline. Overall, the evidence suggests that the effectiveness of performance feedback in improving employee performance is highly dependent on its quality and organizational context.

Johnson et al. (2015) studied the most effective forms of feedback in improving employee performance, finding that contingent feedback tied to specific performance outcomes had a more substantial impact than other forms, such as independent feedback. Kihama and Wainaina (2019) found that feedback motivated employees to improve their capabilities, which led to increased performance output. Owino et al. (2019) highlighted the importance of timely, objective, and constructive feedback aligned with performance targets, arguing that such feedback enhances both performance improvement and employee satisfaction.

Naikuni (2016) discussed the motivational effects of positive feedback, noting that it serves as both recognition and reward for employee contributions. Feedback also aids in diagnosing performance issues early, enabling timely interventions. Adaeze (2019) found that performance feedback had a significant positive effect on employee productivity, with an alpha value of 0.495 at a 95% confidence level. The effectiveness of feedback has been linked to its precision, behavioral focus, and source reliability (Munyoki, 2015). Deschamps and Mattijs (2017) added that feedback should be objective and fair, as inaccurate feedback can undermine trust and hinder performance improvement.

In conclusion, performance feedback is a critical component of performance management, reinforcing a culture of performance and motivating employees to align their efforts with organizational goals. Effective feedback not only enhances productivity but also fosters innovation and continuous improvement, making it essential for creating a high-performance culture in organizations.

### **2.3.2 The moderating role of Organizational Climate**

Empirical studies have demonstrated that organizational climate influences the relationship between performance management practices and employee performance by shaping how employees respond to managerial interventions. Parker et al. (2021) found that a supportive organizational climate enhances employee motivation, engagement, and performance outcomes, suggesting that workplace environment conditions strengthen the effectiveness of performance-related practices.

Powell et al. (2021) identified leadership support, employee autonomy, and work environment as key dimensions of organizational climate that significantly influence employee performance outcomes. Their findings indicate that these dimensions collectively shape employees' perceptions of the workplace and determine how they respond to management practices such as feedback and performance evaluation. With regard to job autonomy, Githinji and Gachunga (2017), using a descriptive design among 172 employees, found that autonomy improves employees' ability to plan and execute tasks independently, thereby enhancing performance. Similarly, Kihama and Wainaina (2019) established that job autonomy motivates employees and improves focus on performance targets by allowing participation in performance planning and decision-making. Park and Choi (2020), in a study of public employees in Korea, further found that autonomy strengthens the relationship between goal clarity and individual performance, confirming its moderating role in performance-related processes.

In relation to work environment, Parker et al. (2021) established that a supportive work environment is positively associated with employee motivation and higher performance levels. Their findings indicate that employees in positive environments exhibit higher commitment

and improved output quality. Regarding leadership support, Ali and Puaah (2018), in a study of 397 employees in the telecommunications sector, found that leadership support positively influences employee attitudes, confidence, and performance. Similarly, Masa'dah et al. (2016) found that leadership styles significantly influence job performance by creating enabling environments that promote motivation and knowledge sharing.

Overall, the empirical evidence suggests that organizational climate, through leadership support, job autonomy, and work environment, plays a significant moderating role in shaping how performance management practices; particularly performance feedback; translate into employee performance outcomes.

### **3.0 Methodology**

A cross-sectional mixed-methods research design was adopted for this study, incorporating both quantitative and qualitative approaches to provide a comprehensive understanding of the subject (Hunziker & Blankenagel, 2021). This design is commonly used to collect data at a single point in time from a cross-section of the population, particularly when the objective is to obtain an overall picture of the phenomenon under study (Kumar, 2009). The study targeted 170 state corporations in Kenya, with one Human Resource Manager or Line Manager selected from each corporation.

A sample size of 119 respondents was determined using the Yamane (1967) formula. Respondents were selected proportionately through stratified simple random sampling, where the five classification of state corporations formed the strata. Primary data was collected using a semi-structured questionnaire. The structured section of the questionnaire was based on a five-point Likert scale ranging from strongly disagree to strongly agree (1–5), where 5 = Strongly Agree, 4 = Agree, 3 = Not Sure, 2 = Disagree, and 1 = Strongly Disagree. The Likert scale was considered appropriate for the study as it provides a multi-indicator measure, thereby reducing the limitations associated with reliance on a single indicator (Sekaran & Bougie, 2016).

Data were analyzed using both quantitative and qualitative approaches. Quantitative data were analyzed using descriptive statistics (mean and standard deviation) and inferential statistics. Qualitative data were analyzed using content analysis. Inferential analysis, including simple linear regression and hierarchical regression, was used to test relationships among variables and examine the study hypotheses.

### **4.0 Results and Discussion**

Out of the 119 questionnaires distributed to respondents across state corporations in Kenya, 78.15% were completed and returned. This response rate was considered adequate for statistical analysis and is consistent with accepted standards for social science research. According to Fincham (2008), a response rate of 60% is generally acceptable for most survey-based studies, while rates above 70% are considered very good and sufficient for reliable statistical inference. Similarly, Baruch and Holtom (2008) recommend that response rates in organizational research typically range between 35% and 60%, with higher rates enhancing the validity and generalizability of findings. Based on these benchmarks, the achieved response rate of 78.15% is deemed robust and appropriate for analysis and interpretation.

#### **4.1 Descriptive Analysis of Performance feedback**

Respondents were asked to indicate their assessment on various aspects of performance feedback in their state corporations. A total of eight five-point Likert scale items was analyzed, ranging from Strongly Disagree (SD = 1), Disagree (D = 2), Not Sure (NS = 3), Agree (A = 4), to Strongly Agree (SA = 5). Performance dialogue was found to be widely practiced in state

corporations in Kenya. Most respondents (75.2%) agreed that regular dialogue on performance occurs between managers/supervisors and employees, with a mean score of 4.09 and a standard deviation of 1.049. Similarly, 71% of respondents agreed that feedback enhances communication between managers and employees and helps address performance gaps (mean = 4.11, SD = 1.012). These findings suggest that performance dialogue promotes shared understanding of expected performance behaviours. The results are consistent with Siyum (2020), who found that public entities had established positive dialogue between managers and employees regarding performance.

Further, 70.9% of respondents agreed that managers/supervisors allow employees to air their concerns (mean = 4.09, SD = 1.055). This indicates that employees are given opportunities to express issues affecting their work performance, supporting effective communication within organizations. In addition, 71% of respondents agreed that feedback communicates employee capacity gaps and helps identify areas for personal development in skills and competencies (mean = , SD = 1.202). These findings align with Kihama and Wainaina (2019), who established that feedback motivates employees to improve their capabilities.

Regarding the effectiveness of feedback, 69.9% of respondents agreed that managers/supervisors provide feedback covering set performance targets and objectives (mean = 3.90). Further, 75.3% agreed that feedback is used to reinforce good performance and identify areas for improvement (mean = 3.92, SD = 1.055). Additionally, 79.6% agreed that feedback is delivered constructively to enhance manager/supervisor–employee relationships (mean = 3.90, SD = 1.012). These findings indicate that feedback is generally constructive, performance-oriented, and supportive of employee improvement. Similar findings were reported by Owino et al. (2019), who observed that constructive and timely feedback improved employee performance.

Finally, 69.9% of respondents agreed that performance feedback is effective in improving employee performance overall (mean = 3.88, SD = 0.954). Overall, The descriptive statistics for performance feedback showed a weighted mean of 3.99 and a standard deviation of 1.074. This suggests a generally positive perception that performance feedback practice was well established in state corporations in Kenya. The standard deviation indicates moderate dispersion around the mean, implying that respondents' views were relatively varied but not widely divergent.

Analysis results from unstructured part of the questionnaire was also carried out. Respondents were asked to describe what other ways they think feedback on performance is important to the improvement of employee performance in your organization. The analysis brought up two core themes on performance feedback 'feedback process' and 'feedback impact'. As regards 'feedback process' the key aspects of the feedback on performance process emphasized by the data include: how it is given, received, and acted upon. It includes the focused codes of feedback quality and feedback delivery. Some quotes from respondents were: "*Communicates praise and areas of improvement.*", "*Through virtual meetings between the supervisor and the employee*", "*Feedback should be continuous and instantaneous so that corrective actions are taken before things get out of hand.*"

On the theme of 'feedback impact' the key aspects on impacts of the feedback on performance on the employees and the organization revealed by the data include: it affects their performance, motivation, growth, and development. It includes the focused codes of feedback outcomes and feedback needs. Some quotes by respondents were: "*Enhances productivity*", "*It encourages personal and professional growth*", "*it helps to identify the training needs of the employees.*" A question was posed on how employee performance results are communicated, 80% respondents that they are communicated in a meeting between the supervisor and the

employee, 12% indicated that they are communicated through mail, 8% indicated that they are not communicated and that the exercise is done as a formality. This result show that majority of state corporations are operating performance management in manner that is more sensitive to employee dialogue and emphasizes face-to-face communication of results in order to make the necessary clarifications and probably to enhance supervisor-employee engagement.

A smaller portion of respondents (12%) mentioned that performance results are communicated through mail. This method might be less common but still used by some state corporations to disseminate performance feedback, possibly due to logistical reasons or the use of automated performance evaluation/appraisals systems or remote work arrangements. A minority of respondents (8%) expressed that performance results are not communicated effectively and perceive the process as merely a formality within state corporations. This indicates potential dissatisfaction or perceived shortcomings in the performance evaluation process within some state corporations.

A question was posed on the frequency of dialogue meetings between supervisors and employees in state corporations. The overall result show that there is variability in the frequency of dialogue meetings held between managers and staff members across state corporations. While some organizations prioritize regular communication and dialogue, others may not hold these meetings as frequently, leading to potential differences in communication, feedback, and alignment of goals and expectations between managers and staff members.

The study thus concluded that performance feedback enhances productivity by improving efficiency and effectiveness, motivates employees through recognition and rewards, supports growth by fostering personal and professional development, and strengthens performance management by aligning individual goals with organizational expectations. Additionally, performance feedback can help identify employee needs, such as training requirements, areas for improvement, or skill gaps. However, feedback must be carefully designed, delivered, and received, as poorly managed feedback can lead to negative outcomes such as demotivation, resentment, or interpersonal conflict. To be effective, performance feedback should be timely, constructive, respectful, and contextually relevant.

## **4.2 Employee performance**

Respondents were asked whether employees in their organizations often achieve the expected quantity of work outputs. Slightly more than half (54.8%) agreed with the statement, with a mean score of 3.52 and a standard deviation of 1.119. However, 23.7% of respondents were neutral while 21.5% disagreed, indicating mixed perceptions regarding achievement of quantitative targets in state corporations. On the aspect of quality, 64.5% of respondents agreed that employees achieve the expected quality standards of work outputs, with a mean score of 3.75 and a standard deviation of 1.396. Compared to quantity, respondents expressed a stronger positive opinion on quality of work, suggesting that quality performance is more emphasized in state corporations.

Regarding achievement of performance goals, 53.7% of respondents agreed that employees often meet and exceed individual and departmental performance goals, with a mean score of 3.45 and a standard deviation of 1.273. Nevertheless, 22.6% were neutral while 23.7% disagreed, implying that achievement of performance goals may vary across organizations.

On timeliness, 68.8% of respondents agreed that employees achieve their performance targets within the expected timelines, with a mean score of 4.04 and a standard deviation of 1.132. In addition, 74.2% agreed that employee performance results are aligned with overall organizational goals, with a mean score of 4.14 and a standard deviation of 0.928. These

findings indicate that employee efforts generally contribute toward organizational performance objectives.

Overall, the descriptive findings indicate a generally positive perception of employee performance in state corporations. The weighted mean score for all items under the employee performance construct was 3.78, suggesting moderate agreement that performance management practices contribute positively to employee performance outcomes.

### 4.3 Inferential Analysis and Test of Hypotheses

#### 4.3.1 Performance feedback and employee performance

The specific objective under this section was ‘*To assess the relationship of performance feedback on employee performance in state corporations in Kenya*’. The hypothesis tested was  $H_0$  *There is no significant relationship between performance feedback and employee performance in state corporations in Kenya*. Regression analysis and analysis of variance was carried out on performance feedback and employee performance and results presented in table. 1

**Table 1: Model Summary of regression of performance feedback on employee performance.**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.431 <sup>a</sup>	.185	.177	.61191		
a. Predictors: (Constant), feedback						
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.760	1	7.760	20.724	.000 <sup>b</sup>
	Residual	34.073	91	.374		
	Total	41.833	92			
a. Dependent Variable: employee performance b. Predictors: (Constant), feedback						
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.280	.336		6.792	.000
	feedback	.377	.083	.431	4.552	.000

a. Dependent Variable: employee performance

The results indicate that  $R = 0.431$ , suggesting a positive and moderate relationship between the study variables. The coefficient of determination ( $R^2 = 0.185$ ) implies that 18.5% of the variation in the dependent variable is explained by the independent variable. This indicates that the model has modest explanatory power, with a substantial proportion of the variation remaining unexplained. The unexplained variance suggests that other factors not included in the model may also influence the dependent variable. Consequently, the model could be improved by incorporating additional relevant predictors.

The analysis of variance results in Table 1 indicate that the overall model was statistically significant,  $F(1, 91) = 20.724, p < 0.05$ . This confirms the existence of a significant relationship between performance feedback and employee performance in state corporations in Kenya at the 95% confidence level. In addition, the regression coefficients show that performance feedback has a positive and statistically significant relationship with employee performance ( $\beta$

= 0.377, t = 4.552, p < 0.05). This implies that a one-unit increase in performance feedback is associated with a 0.377-unit increase in employee performance.

The model equation for employee performance was therefore specified as follows:

$$Y = \beta_0 + \beta_3 X_3 + \varepsilon \dots \dots \dots \text{Equation 1}$$

Where Y represents employee performance,  $\beta_0$  denotes the constant (intercept),  $\beta_3$  represents the regression coefficient of the independent variable,  $X_3$  represents performance feedback, and  $\varepsilon$  represents the error term.

Substituting the estimated values into the model yields the following equation:

$$Y = 2.280 + 0.377X_3 + \varepsilon$$

The results of the regression equation and Table 1 indicate that there is a positive and statistically significant relationship between performance feedback and employee performance. Accordingly, the null hypothesis ( $H_0$ ) is rejected, and the alternative hypothesis ( $H_a$ ) is accepted, confirming that performance feedback has a significant relationship with employee performance in state corporations in Kenya.

These findings are consistent with those of Su et al. (2019), who established that supervisor development feedback has positive effects on both individual employee performance and overall organizational effectiveness. Similarly, Owino et al. (2019) found that constructive and timely feedback significantly improves employee performance in county referral hospitals in Kiambu County. In addition, the results align with Adaeze (2019), whose study on performance management and employee productivity demonstrated that performance feedback has a positive and statistically significant effect on employee productivity.

Beyond the consistency with existing literature, these findings have important practical implications for managers and policymakers in state corporations. The significant positive effect of performance feedback suggests that organizations should institutionalize structured, regular, and development-oriented feedback systems to enhance employee performance. This includes ensuring that feedback is timely, specific, and aligned with performance goals so as to improve clarity, motivation, and accountability among employees. Strengthening feedback mechanisms can therefore serve as a practical tool for improving productivity and performance outcomes in the public sector.

**4.3.2 The moderating influence of Organizational Climate on the relationship between Performance feedback and Employee performance.**

The regression analysis results on the moderating influence of Organizational Climate (OC) on the relationship between Performance Feedback (PF) and Employee Performance (EP) are provided in Table 2

**Table 2: The Moderation Results of Organizational Climate on Performance Feedback and Employee Performance.**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.431	.185	.177	.612		
2	.718	.516	.505	.474		
3	.733	.538	.522	.466		

a. Predictors: (Constant), PF; b. Predictors: (Constant), PF, OC; c. Predictors: (Constant), PF, OC, PF\_OCInteraction

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.760	1	7.760	20.724	.000
	Residual	34.073	91	.374		
	Total	41.833	92			
2	Regression	21.585	2	10.793	47.972	.000
	Residual	20.248	90	.225		
	Total	41.833	92			
3	Regression	22.503	3	7.501	34.536	.000
	Residual	19.330	89	.217		
	Total	41.833	92			

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.783	.063		59.614	.000
	PF	.377	.083	.431	4.552	.000
2	(Constant)	3.784	.049		76.934	.000
	PF	.307	.065	.351	4.742	.000
	OC	.447	.057	.580	7.839	.000
3	(Constant)	3.767	.049		76.779	.000
	PF	.218	.077	.249	2.834	.006
	OC	.494	.060	.642	8.163	.000
	PF_OCInteraction	.186	.091	.185	2.056	.043

a. Dependent Variable: employee performance

The moderation analysis presented in Table 2 examines the role of organizational climate (OC) in the relationship between performance feedback (PF) and employee performance (EP). The null hypothesis ( $H_{02}$ ) stated that *organizational climate has no significant moderating influence on the relationship between performance feedback and employee performance in state corporations in Kenya*.

In Model 1, performance feedback emerged as a significant predictor of employee performance ( $\beta = 0.431$ ,  $p < 0.05$ ), accounting for 18.5% of the variance ( $R^2 = 0.185$ ). This indicates that effective performance feedback enhances employee performance by providing guidance, improving clarity of expectations, and supporting motivation and goal alignment.

In Model 2, the inclusion of organizational climate increased the explained variance substantially to 51.6% ( $R^2 = 0.516$ ). Performance feedback remained a significant predictor ( $\beta = 0.351$ ,  $p < 0.05$ ), while organizational climate also demonstrated a strong positive effect on employee performance. This suggests that supportive leadership, teamwork, and a positive work environment significantly contribute to variations in employee performance, highlighting the importance of contextual organizational factors alongside feedback mechanisms.

In Model 3, the interaction term between performance feedback and organizational climate (PF  $\times$  OC) was introduced. The model's explanatory power further increased to 53.8% ( $R^2 = 0.538$ ). The interaction effect was statistically significant ( $\beta = 0.185$ ,  $p = 0.043$ ), confirming that organizational climate moderates the relationship between performance feedback and employee performance. This finding indicates that the effectiveness of performance feedback

is strengthened in a supportive organizational climate characterized by trust, collaboration, and openness to improvement.

The ANOVA results further confirm the statistical significance of all three models. Model 1 shows that performance feedback significantly predicts employee performance,  $F(1, 91) = 20.724$ ,  $p < 0.001$ . Model 2 indicates that the combined effect of performance feedback and organizational climate is significant,  $F(2, 90) = 47.972$ ,  $p < 0.001$ . Model 3 demonstrates that the inclusion of the interaction term improves model fit and explanatory power,  $F(3, 89) = 34.536$ ,  $p < 0.001$ . These results confirm incremental improvement across the models and support the moderating role of organizational climate.

Based on these findings, the null hypothesis ( $H_{02}$ ) is rejected, and it is concluded that organizational climate significantly moderates the relationship between performance feedback and employee performance in Kenyan state corporations. Overall, the findings demonstrate that while performance feedback independently enhances employee performance, its effectiveness is significantly strengthened within a positive organizational climate. This underscores the importance of aligning performance feedback systems with supportive organizational environments in order to maximize employee performance outcomes.

These findings have important implications for management practice and policy in state corporations. They suggest that performance management reforms should not focus solely on improving feedback mechanisms, but also on strengthening the broader organizational environment in which feedback is delivered. In particular, managers and policymakers should prioritize developing supportive organizational climates characterized by effective leadership, open communication, trust, and employee involvement. Such an environment enhances the effectiveness of performance feedback by improving how it is received, interpreted, and applied by employees, thereby leading to improved performance outcomes.

## **5.0 Study Limitations**

This study was limited by its cross-sectional design, which restricts causal inferences between performance feedback, organizational climate, and employee performance. In addition, the use of self-reported questionnaire data may introduce response bias. The study was also confined to state corporations in Kenya, limiting the generalizability of the findings to other organizational contexts. Further, only organizational climate was examined as a moderating variable, while other potential influencing factors were not included.

## **6.0 Conclusions**

### **6.1 Performance feedback**

The specific objective of the study was to assess the relationship between performance feedback and employee performance in state corporations in Kenya. The study established that performance feedback has a significant positive influence on employee performance. Descriptive findings indicated that regular performance dialogue between supervisors and employees is widely practiced, promoting communication, identifying performance gaps, and supporting employee skill development. Feedback was also perceived as important in reinforcing good performance and addressing areas requiring improvement, thereby aligning individual performance with organizational goals.

Qualitative findings further revealed that employees value feedback that is timely, continuous, and constructive, as it enhances motivation, productivity, and opportunities for personal and professional growth. The findings therefore demonstrate that effective feedback mechanisms contribute significantly to improved employee performance and organizational effectiveness. Consequently, state corporations should strengthen performance feedback systems to enhance employee engagement, productivity, and overall organizational performance.

## 6.2 Moderating influence of Organizational Climate

The second specific objective of the study was to examine the moderating influence of organizational climate on the relationship between performance feedback and employee performance in state corporations in Kenya. The findings established that organizational climate significantly moderates the relationship between performance feedback and employee performance, as shown by the improved explanatory power of the model after introducing the moderator.

The study found that performance feedback is more effective in improving employee performance when supported by a positive organizational climate characterized by supportive leadership, open communication, coaching, mentorship, and employee empowerment. Further, transformational leadership attributes were found to strengthen a conducive work environment that enhances the effectiveness of performance feedback. Overall, the findings confirm that the impact of performance feedback on employee performance is influenced by the prevailing organizational climate.

## 6.3 Recommendations

State Corporations should foster a culture of continuous, two-way feedback between employees and supervisors. Feedback should be timely, specific, and development-oriented, focusing not only on past performance but also on future improvement. Grounded in control theory, managers should be trained to deliver feedback that aligns employee behaviour with organizational goals, clarifies expectations, and supports professional growth. Promoting open dialogue and responsiveness to feedback can enhance employee engagement and improve overall performance.

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